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## What happens to international new ventures beyond the start-up phase? The evidence from Finnish software companies

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**European International Business Academy (EIBA)  
38<sup>th</sup> Annual Conference**

**University of Sussex, Brighton, United Kingdom  
December 7-9<sup>th</sup> 2012**

***International Business and Sustainable Development***

**Provisional Conference Programme  
(updated 28 October 2012)**

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**THURSDAY 6 DECEMBER 2012**  
**COST-EIBA Doctoral Think Tank (0830 – 1700)**

***Emerging Markets and their Corporate Players:  
Significance and Impact***

**Chairs:**

**Lucia Piscitello (Politecnico di Milano)**  
**& Danny Van Den Bulcke (University of Antwerp)**

**Faculty:**

**Helena Barnard (Pretoria University)**  
**Filip De Beule (University of Leuven)**  
**Jaya Prakash Pradhan (Central University of Gujarat)**

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**FRIDAY 7 DECEMBER 2012**  
**John H. Dunning Doctoral Tutorial (0830 – 1700)**

**Chairs:**  
**Jean-François Hennart (Tilburg University)**  
**& Rebecca Piekkari (Aalto University)**

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**FRIDAY 7 DECEMBER 2012**  
**EIBA Doctoral Symposium (1400 - 1630)**

**Chairs:**  
**Jeremy Clegg (University of Leeds) & Ödül Bozkurt (University of Sussex)**  
**Featuring a talk by Virginia Thorp (Palgrave) on *Publishing your Ph.D Thesis***

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**FRIDAY 7 DECEMBER 2012**  
**Welcome Address (1700 – 1730)**

**EIBA Chair: Peter Buckley (University of Leeds)**  
**EIBA President: Roger Strange (University of Sussex)**

**Opening Plenary Session I (1730 – 1900)**

**John Humphrey & Hubert Schmitz (University of Sussex)**  
***The Global Green Economy: a Value Chain Perspective***

**Chair: Rob van Tulder (Rotterdam School of Management)**

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## SATURDAY 8 DECEMBER 2012

### Session A (0900 - 1030)

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**Session A1: Competitive**  
**Track: International Business and Sustainable Development**  
**Date & time: Saturday 8 December (0900 - 1030)**  
**Room:**

### **MNEs and Environmental Regulation**

**Chair:**

*Environmental regulations and multinational corporations' foreign market entry investments (#80)*

Chang Hoon Oh & Jorge Rivera

*The clean development mechanism and technology transfer to China (#175)*

Francesca Sanna-Randaccio & Daniela Marconi

*Framework for green supply chain integration with the usage of ISO 14001 environmental management system (#472)*

Tomasz Surmacs & Barbara Fura

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**Session A2: Competitive**  
**Track: Multinationals from Emerging Markets**  
**Date & time: Saturday 8 December (0900 - 1030)**  
**Room:**

### **Foreign Direct Investment by EMNEs**

**Chair:**

*Determinants of international acquisitions: the case of Tata (#72)*

Laura Rienda, Enrique Claver & Diego Quer

*How IB theory explains greenfield or acquisition by Chinese MNEs (#134)*

Ziyi Wei

*Acquisitions of companies and acquisitions of knowledge: do emerging and advanced multinational companies strategic behaviors differ? (#499)*

Stefano Elia, Lucia Piscitello & Filip De Beule

*Why do firms use public support during their internationalization process? A country-level perspective (#725)*

Miguel Matos Torres & Francisco Figueira de Lemos

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**Session A3: Competitive**

**Track:** IB Theory and International Economics  
**Date & time:** Saturday 8 December (0900 - 1030)  
**Room:**

## **FDI Theory**

**Chair:**

*Is ownership advantage a necessary condition for the emergence of the MNE? (#48)*  
 Niron Hashai & Peter Buckley

*Re-thinking internationalization theory (#704)*  
 Douglas Dow & Lawrence Welch

*International business strategy: a supply chain perspective (#16)*  
 Mark Casson & Nigel Wadeson

*Is the impact of corporate nationality socially constructed? (#149)*  
 Yvonne Sefrin, Stefan Eckert, Arkadiusz Ral-Trebacz & Georg Trautnitz

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### **Session A4: Competitive**

**Track:** Supply Chain Strategies, Offshoring and Outsourcing  
**Date & time:** Saturday 8 December (0900 - 1030)  
**Room:**

## **Global Production and Sourcing Strategies**

**Chair:**

*The evolving geography of production hubs across East Asia (#133)*  
 Gabriele Suder, Peter Liesch, Satoshi Inomata, Irina Mihailova (Jormanainen)  
 & Bo Meng

*Imports, intra-firm trade and productivity: evidence from Spanish manufacturing firms (#399)*  
 Carlos Bellido & Marisa Ramirez

*Using value chain analysis to explore the internationalisation process of modular product manufacturer: an emerging country perspective (#576)*  
 Rasha Rezk & Jagjit Srail

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### **Session A5: Competitive**

**Track:** SMEs, Entrepreneurship and Innovation  
**Date & time:** Saturday 8 December (0900 - 1030)  
**Room:**

## **Entrepreneurial Decision-making**

**Chair:**

*Experiential framing and reasoning in internationalization: a conceptual exploration of cognitive alternatives to rationality (#738)*

Marian Jones & Lucrezia Casulli

*Strategic decision making of a born global: a comparative study from three small open economies (#162)*

Sami Saarenketo, Niina Nummela, Paivi Jokela & Sharon Loane

*Strategic decision-making during the internationalisation of SMEs: an analysis from the individual cognitive perspective (#639)*

Jörg Hruby

*Internationalization and effectuation: explaining entrepreneurial decision-making in uncertain international environments (#183)*

Igor Kalinic, Saras Sarasvathy & Cipriano Forza

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**Session A6: Competitive**

**Track:** Knowledge Management and Technology Transfer

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

**R&D and Technology Spillovers****Chair:**

*Environment and FDI technology spillovers: does velocity matter? (#350)*

Yoo Jung Ha & Axèle Giroud

*Spillovers from foreign direct investment: the closer, the stronger? (#664)*

Thi Song Hanh Pham & Thang Tran

*Some practical remarks on internet application in the global knowledge and technology transfer (#549)*

Marcin Gryczka

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**Session A7: Competitive**

**Track:** International HRM and Cross-Cultural Issues

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

**Expatriate Performance****Chair:**

*Perceived organizational support and expatriate performance: understanding the mediating role of work adjustment and affective commitment (#613)*

Norifumi Kawai & Roger Strange

*Are total reward practices interpreted the same among expatriates? The case of assigned and self-initiated expatriates (#326)*

Christelle Tornikoski, Alexandra Gerbasi & Conny Herbert Antoni

*Understanding expatriates satisfaction (#89)*

Susana Costa e Silva, Paulo Duarte & Silvia Ferraz

*Moderating effects of age and experience on the relationship between emotional intelligence and cross-cultural adjustment of expatriates (#375)*

Alexei Koveshnikov, Heidi Wechtler & Cecile Dejoux

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**Session A8: Competitive**

**Track: International Marketing**

**Date & time: Saturday 8 December (0900 - 1030)**

**Room:**

## **On-line Entrepreneurship and Marketing**

**Chair:**

*Global online entrepreneurship after fifteen years of research: a review of the empirical literature (#18)*

Anna Morgan-Thomas

*Online customer reviews and willingness to purchase: brand trust as a mediating variable (#29)*

Vincent Cheng, Jo Rhodes & Peter Lok

*The new luxury goods and the Portuguese fashion industry (#572)*

Fernanda Pargana Ilhéu & Dulce Ferreira

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**Session A9: Competitive**

**Track: International Marketing**

**Date & time: Saturday 8 December (0900 - 1030)**

**Room:**

## **Marketing Strategies**

**Chair:**

*To what degree should firms standardize or adapt their product strategies across countries? New empirical results based on the strategic fit approach (#19)*

Stefan Schmid & Thomas Kotulla

*Business is pleasure and pleasure in business: a study of how Swedish managers build and sustain personal and business ties during firms' market entry into Russia (#231)*

Martin Johanson, Pao Kao, Olga Nilsson & Aron Thyr



*Psychic distance, organizational innovation and firm performance (#124)*  
Goudarz Azar & Rian Drogendijk

*Export assistance: a literature review and challenges for future research (#697)*  
Flavia de Holanda Schmidt, Jorge Forreira da Silva & Jorge Carneiro

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#### **Session A10: Competitive**

**Track:** Corporate Governance and Corporate Social Responsibility

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

### **Corporate Governance**

**Chair:**

*Corporate board internationalization and the dark side of language diversity (#515)*  
Lars Oxelheim, Rebecca Piekkari & Trond Randoy

*Domestic firms strategic responses to government corruption (#178)*  
Sungjin Hong, Seung-Hyun Lee & Mike Peng

*Equity culture development in Central and Eastern Europe: the role of institutional and managerial factors (#655)*  
Zita Stone, Fragkiskos Filippaios & Carmen Raluca Stoian

*Corporate governance devices in French parent companies: an analysis by fuzzy set methods (#642)*  
Konan Anderson Seny Kan

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#### **Session A11: Interactive**

**Track:** International Business and Sustainable Development

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

### **The Private Sector and Sustainable Development**

**Chair:**

*Public or private foreign funds to spur sustainable human development? Regional differences between Asia and Africa (#392)*  
Sonia Couprie & Magdalena Godek-Brunel

*Sustainable water management: the role of the private sector (#135)*  
Esa Juhani Stenberg

*Comparison of foreign and domestic firms' economic, social and environmental performance between 1999 and 2009 in Hungary (#303)*  
Annamaria Ónodi

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### **Session A12: Interactive**

**Track:** IB Theory and International Economics

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

## **IB Reviews and Future Research Agendas**

**Chair:**

*Some new aspects of the international business theory and international economy (#78)*

Zdzislaw Walenty Puslecki

*Real options theory in the strategic management literature: a review (#185)*

Edith Ipsmiller & Desislava Dikova

*International business research: understanding past paths to design future research directions (#479)*

Manuel Portugal Ferreira, Nuno Rosa Reis, Martinho Ribeiro Almeida & Fernando Ribeiro Serra

*Different perspectives on internationalization: half a century of research in the top international business journals (#524)*

Joao Carvalhos Santos, Hortensia Karl Barandas, Francisco Vitorino Martins & Manuel Portugal Ferreira

*China inward FDI and exports to EU: an exploratory research based on bibliometric method (#554)*

Kristina Makalengva & Eurico Brilhante Dias

*Determinant factors in the internationalization of knowledge-intensive services in a peripheral area (#482)*

Marta Muñoz-Guarasa & Encarnación Moral-Pajares

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### **Session A13: Interactive**

**Track:** SMEs, Entrepreneurship and Innovation

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

## **Capabilities in SME Internationalization**

**Chair:**

*The international opportunity exploitation of transnational entrepreneurial firms: a conceptual framework (#128)*

Pavlos Dimitratos & Chen Li

*Reputation perception in the small business (SMEs) context: empirical evidence from Poland (#259)*

Tomasz Potocki & Bogdan Wierzbinski

*Exploring the relationship between entrepreneurial orientation and export intensity: a process view (#414)*

Joaquin Alegre & Anabel Fernandez-Mesa

*International learning capabilities in firm internationalization: examining the role of experiential knowledge (#594)*

Niklas Åkerman

*Organizational capabilities dimensions: evidence from Brazilian SMEs (#621)*

Juciara Nunes Alcantara, Cristina Lelis Leal Calegario, Karim Marini Thome & Gabriel Rodrigo Gomes Pessanha

*The role of capabilities in international opportunity identification and enactment process of small and medium enterprises (#651)*

Khandker Md Nahin Mamun

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#### **Session A14: Interactive**

**Track: SMEs, Entrepreneurship and Innovation**

**Date & time: Saturday 8 December (0900 - 1030)**

**Room:**

### **Learning from the Experience of Internationalization**

**Chair:**

*Learning by exporting and its spillovers: evidence from Poland (#120)*

Ewa Minska-Strusik

*How to become industry standard? The international development of a data solution platform in car parts business (#143)*

Maria Elo

*What happens to international new ventures beyond the start-up phase? The evidence from Finnish software companies (#272)*

Romeo Turcan & Anita Juho

*International market resistance to innovative service-focused business models: insights from the service dominant logic (#551)*

Joerg Freiling, Sven Laudien & Kathrin Dressel

*Which is the role of the numerical flexibility on the family firm learning-by-exporting capability? (#555)*

Joaquin Monreal

*Knowledge flow in industry-university relations: a comparison between the Netherlands and Brazil (#691)*

Gustavo Dalmarco, Paulo Zawislak, Willem Hulsink & Flavio Brambilla

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### **Session A15: Interactive**

**Track:** MNE Strategy and Organization

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

## **Entry and Ownership Modes**

**Chair:**

*Collaborative organizational learning as an aid to accelerated internationalization: the rise of multinational firm distributors c.1920-1960 (#147)*

Peter Miskell

*Establishment mode strategy of multinational enterprises in China: evidence from Nordic manufacturing investment (#355)*

Yi Wang & Jorma Larimo

*The role of environmental uncertainty and managerial perception in ownership mode adjustment (#665)*

Xia Han & Dorota Piaskowska

*Resource augmenting entry modes and international experience: an extension from knowledge based view (#713)*

Cristina Villar, José Pla-Barber & Fidel León-Darder

*A revised framework on post-entry mode choice: not only institutions matter (#84)*

Hua Ye & Shuo-shuo Xu

*Training for internationalization through domestic geographical dispersion: the case of emerging market business groups (#269)*

Grazia Santangelo & Tamara Stucchi

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### **Session A16: Interactive**

**Track:** Networks and Alliances

**Date & time:** Saturday 8 December (0900 - 1030)

**Room:**

## **The Benefits of Alliances**

**Chair:**

*Gaining technological leadership: empirical evidence from high-tech firms originating in the Far East (#88)*

Mario Glowik & Sarah Maria Bruhs

*The effects of country- and firm-level interactions on knowledge acquisition within international strategic alliances (#129)*

Mia Hsiao-Wen Ho

*Competitive advantage in business networks: evidence from the health care equipment industry (#169)*

Sarah Maria Bruhs, Mario Glowik & Slawomir Smyczek

*Knowledge management and knowledge sharing in international joint ventures (#317)*

Jeong-Yang Park & Simon Harris

*What is guanxi anyway? From faux amis to strategic clarity (#535)*

Wenyao Zhao

*Being unfaithful or staying true to its mission: how an NGO can influence can influence its supporters' perceptions when it collaborates with firms (#552)*

Nicco Graf & Franz Rothlauf

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**SATURDAY 8 DECEMBER 2012**  
**Plenary Session II (1100 – 1230)**

**Paul Beamish (University of Western Ontario)**  
***Joint Ventures and Strategic Alliances: Theory and Practice***  
***A Quarter Century of Contributions by Paul Beamish***

**Chair: Danny Van Den Bulcke**

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## SATURDAY 8 DECEMBER 2012

### Session B (1430 - 1600)

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**Session B1: Panel**

**Date & time: Saturday 8 December 2012 (1430 - 1600)**

**Room:**

### UNCTAD/IDS Panel: Private Governance of Global Value Chains

**Chair:** John Humphrey (University of Sussex)

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**Session B2: Panel**

**Date & time: Saturday 8 December 2012 (1430 - 1600)**

**Room:**

### Critical Perspectives on the International New Venture Literature

**Chair:** Pavlos Dimitratos (University of Glasgow)

**Panellists:** Alan Rugman (University of Reading) & Paloma Almodovar (Complutense University of Madrid & Henley Business School): 'The performance of INVs.'  
Marian Jones (University of Glasgow): 'INVs: What we know, what we think we know, and what we don't.'  
Tamar Almor (The College of Management Academic Studies): 'Maturing INVs.'  
Peter Liesch (University of Queensland): 'Thinking differently about INVs.'  
Pavlos Dimitratos (University of Glasgow): 'Concluding remarks.'

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**Session B3: Competitive**

**Track: International Business and Sustainable Development**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

### Collaboration in Environmental/Energy Projects

**Chair:**

*The role of business-NGO relations in social innovation: call for a process outlook (#279)*  
Anna Ljung & Anna Bengtson

*MNC and the concept of multiple embeddedness: a case study of MNC-NGO collaboration in saving the Baltic Sea (#580)*

Asta Salmi, Tiina Ritvala & Per Andersson

*European energy security, renewables, and the Russian factor (#669)*

Anatoly Zhuplev

*Regionalization strategies of EU electric utilities (#679)*

Johan Lindeque, Ans Kolk & Daniel van den Buuse

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**Session B5: Competitive**

**Track: Multinationals from Emerging Markets**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Outward FDI from the Asia-Pacific**

**Chair:**

*Shifting motives of China's outward FDI: a panel analysis of resource intensifying, complementing, and developing (#47)*

Pervez Ghauri, Hua Zhu & Tariq Malik

*The rise of the new Chinese innovation giants and the resultant implications for the global competitive order (#138)*

Grahame Fallon, Shaowei He, Jelena Vukicevic, Richard Sanders & Peter Lawrence

*Small and medium-sized firms from Asia-Pacific: information and communication technologies (ICTs) as drivers of globalisation (#529)*

Thomas Borghoff

*Chinese firms' internationalisation: a review and future research topic (#547)*

Wensong Bai & Martin Johanson

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**Session B6: Competitive**

**Track: Supply Chain Strategies, Offshoring and Outsourcing**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Offshoring and Outsourcing in R&D and Business Services**

**Chair:**

*Is sharing suppliers with competitors good for innovative performance? The case of R&D services outsourcing (#443)*

Andrea Martinez-Noya & Esteban Garcia-Canal

*The international division of labour in knowledge production: the impact of R&D offshoring on firm performance (#618)*

Lorena D'Agostino, Keld Laursen & Grazia Santangelo

*Organization adaptation and learning in offshoring (#722)*



Marcus Møller Larsen & Torben Pedersen

*Determinants of greenfield foreign direct investment in business services (#370)*

Martin Falk

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**Session B7: Competitive**

**Track: International Finance and Accounting**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Capital Structure and Financial Performance**

**Chair:**

Capital structure of foreign direct investments: a transaction cost analysis (#60)

Asmund Rygh & Gabriel Benito

Regional influences on the equity share ownership of foreign partners in international joint ventures (#91)

Michael Bowe, Sougand Golesorkhi & Mo Yamin

Market determinants of voluntary disclosure of macroeconomic effects on corporate performance (#59)

Lars Oxelheim & Marcus Thorsheim

Determinants of financial performance in India: a study of BSE 500 index companies (#736)

Monica Singhania

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**Session B8: Competitive**

**Track: International HRM and Cross-Cultural Issues**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Managing Human Resources**

**Chair:**

*Psychological career mobility and person-language fit at the workplace: a conceptual approach (#539)*

Maria Jarlstrom, Rebecca Piekkari & Tiina Jokinen

*Basking in reflected glory' - psychic distance formation as a social comparison process (#530)*

Anja Maria Schuster & Björn Ambos

*Exploring the factors influencing the negotiation process in cross-border M&A (#728)*

Mohammad Faisal Ahammad, Keith Glaister, Cary Cooper, Shlomo Tarba & Yipeng Liu

*Managing human and institutional resources within the changing Indian business landscape: opportunities for the pharmaceutical industry in India (#413)*

Surender Munjal & Vijay Pereira

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**Session B9: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Contemporary Challenges for International Business Strategy**

**Chair:**

*Foreign direct investment in high-risk environments: an historical perspective (#480)*

Teresa da Silva Lopes & Mark Casson

*An evaluation of matrix structure in today's MNEs (#201)*

William Egelhoff & Joachim Wolf

*Challenges of international management on the dawn of the 21st Century (#734)*

Jean-Paul Lemaire, Ulrike Mayrhofer & Eric Milliot

*Cultural attractiveness in international business (#383)*

Chengguang Li & Felix Brodbeck

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**Session B10: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

## **Multinationality and Performance**

**Chair:**

*The contribution of additional cultural distance to firm performance: an organizational learning perspective (#227)*

Hannah Richta & Michael-Jörg Oesterle

*Export spillovers: opening the black box (#14)*

Eliane Choquette & Philipp Meinen

*Relationship between entry mode and location factors in foreign direct investment (#592)*

Jorge Fleta & María Ramírez Alesón

*Necessary, sufficient or redundant? On the role of country-specific legal institutions and firm-specific tangible assets for the valuation impact of corporate nationality (#688)*

Stefan Eckert, Marcus Dittfeld & Florian Meinfelder

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**Session B11: Competitive****Track:           Subsidiary Strategies and HQ-Subsidiary Relations****Date & time: Saturday 8 December (1430 - 1600)****Room:****Subsidiary Innovation****Chair:**

*Are headquarters good parents? Headquarters' influence on subsidiary level innovation processes (#22)*

Francesco Ciabuschi, Mats Forsgren & Oscar Martín Martín

*The impact on decision-making autonomy on subsidiary innovation: theory and evidence from Central and Eastern European countries (#28)*

Dut Van Vo, Sjoerd Beugelsdijk & Gjalt de Jong

*Capability upgrading through innovation strategies and integration in GIN: dynamics of how MNEs enhance global competitiveness through emerging markets strategies (#684)*

Vandana Ujjual, Pari Patel & Nick Von Tunzelmann

*Patterns and paths of German factories production and innovation strategies in China (#255)*

Steffen Kinkel

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**Session B12: Competitive****Track:           Corporate Governance and Corporate Social Responsibility****Date & time: Saturday 8 December (1430 - 1600)****Room:****Responsible Governance****Chair:**

*Was the Norwegian gender quota law necessary? The insiders resistance (#131)*

Reidar Oystein Strom

*Environmental disclosure of the French largest industrial companies from 2005 to 2012: a content analysis (#6)*

Elisabeth Albertini

*Re-theorizing the firm: in pursuit of well-being and social justice (#685)*

Ganesh Nathan

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**Session B13: Interactive****Track:           Multinationals from Emerging Markets****Date & time: Saturday 8 December (1430 - 1600)****Room:**

## Foreign Market Entry

### Chair:

*Greenfield investments of Turkish multinationals, 2003-2011 (#43)*

Caner Bakir

*The non obsolescence of the obsolescing bargaining model in emerging markets: liberalization, emerging market MNEs and the bargaining constraints faced by flagship MNEs (#720)*

Kalindi Maheshwari & Mo Yamin

*The rise of Brazilian EMNEs revealed through cross-border acquisitions: the impact of past experience on future M&A activity (#492)*

Namik Kalajdzisalihovic & Desislava Dikova

*Indian acquisitions in Europe (#707)*

Filip De Beule

*Foreign market entry in turbulent countries: extending the perceived environmental uncertainty 2 measure (#280)*

Ernesto Tapia Moore

*Choices over levels of exports in two primary goods: a Brazil-Argentina competition game for USA-Germany destinations (#232)*

Augusto Marcos Carvalho de Sena

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### Session B14: Interactive

**Track:** International HRM and Cross-Cultural Issues

**Date & time:** Saturday 8 December (1430 - 1600)

**Room:**

## Language and Cross-Cultural Issues

### Chair:

*Educating for stakeholder dialogues in transition economies: a principles based approach (#20)*

Roland Bardy & Maurizio Massaro

*Regional cultural differences within European countries: evidence from multi-country surveys (#45)*

Urbas Varblane, Anneli Kaasa & Maaja Vadi

*Conflict management in multilingual communities: emerged behavioural actions from language (#66)*

Chi-Yun Chavi Chen & Fawaz AlHussan

*Language barrier solutions in MNCs (#297)*

Nathalie Aichhorn

*Managing cross-cultural negotiations in the current Northern Iraq IB environment (#318)*

Tobias Blechschmidt & Sabina Jaeger

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#### **Session B15: Interactive**

**Track: International Marketing**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

### **International Marketing**

**Chair:**

*Organic food consumer behaviour in Brazil: a qualitative study (#5)*

Danilo de Oliveira Sampaio & Marlusa Gosling

*A study of generation ethnic effects on country of origin (#451)*

Connie Chang & Yu-Hsu Sean Hsu

*The impact of country image on quality assessment of foreign products: the moderating role of the nationality of the consumer (#557)*

Camila Costa, Jorge Carneiro & Rafael Goldszmidt

*The effect of geographical location on export-import intensity and overall performance: a study of SMEs in the Swedish furniture industry (#653)*

Zsuzsanna Vincse, Johan Svensson & Håkan Boter

*Balancing the internationalization process of a multinational corporation expanding into China: the case of acting ambidextrously (#681)*

Henrik Dellestrand, Rian Drogendijk, Mikael Eriksson & Ulf Holm

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#### **Session B16: Interactive**

**Track: Networks and Alliances**

**Date & time: Saturday 8 December (1430 - 1600)**

**Room:**

### **The Experiences of Alliances and IJVs**

**Chair:**

*Internationalization explained as community building effort: moving beyond networks (#347)*

Petr Berdyshev & Peter Zellinig

*Contribution of social sector organizations in socially entrepreneurial behaviour of multinational corporations (#467)*

Misagh Tasavori, Reza Zaefarian & Teck Yong Eng

*Environment factors and survival of IJV: the case of Mediterranean region (#617)*

Dorra Triki & Emna Moalla

*Psychic effect and managing of international acquisition by emerging MNCs in advanced economies (#638)*

Le Huu Nguyen & Jorma Larimo

*Antecedents and consequences of relational capabilities: a study of MNE subsidiaries in Thai manufacturing sector (#690)*

Rapeeporn Rungsithong, Klaus Meyer & Anthony Roach

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## SATURDAY 8 DECEMBER 2012

### Session C (1630 - 1800)

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**Session C1: Panel**

**Date & time: Saturday 8 December 2012 (1630 -1800)**

**Room:**

### Meet the Editors

**Chair:** Roger Strange (University of Sussex)

**Panellists:** John Cantwell (Editor-in-Chief, *Journal of International Business Studies*)  
 Roberto di Pietra (Editor-in-Chief, *Journal of Management and Governance*)  
 Pervez Ghauri (Editor, *International Business Review*)  
 Peter Liesch (Editor, *Journal of World Business*)  
 Joachim Wolf (Editor-in-Chief, *Management International Review*)

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**Session C2: Panel**

**Date & time: Saturday 8 December 2012 (1630 -1800)**

**Room:**

### Emerging Market Multinationals in Advanced Countries: Internationalization and Innovation

**Chair:** Filip De Beule (University of Leuven)

**Panellists:** Helena Barnard (University of Pretoria)  
 Lourdes Casanova (Cornell University)  
 Jaya Prakash Pradhan (Central University of Gujarat)  
 Ying Zhang (Rotterdam School of Management)

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**Session C3: Competitive**

**Track: SMEs, Entrepreneurship and Innovation**

**Date & time: Saturday 8 December (1630 - 1800)**

**Room:**

### SME Global and Regional Strategies

**Chair:**

*Regional and global exporting of Italian SMEs (#386)*

Alfredo D'Angelo, Antonio Majocchi & Trevor Buck

*Resource differences between born global and born regional firms: evidence from Canadian small and medium sized manufacturers 1997-2004 (#58)*

Sui Sui, Zhihao Yu & Matthias Baum

*The performance of international new ventures: does global orientation matter? (#506)*

Daniele Cerrato & Mariacristina Piva

*International supply chain management: an emergent perspective on internationalization (#525)*

Thomas Borghoff

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**Session C4: Competitive**

**Track: Knowledge Management and Technology Transfer**

**Date & time: Saturday 8 December (1630 - 1800)**

**Room:**

## **R&D Internationalization**

**Chair:**

*Consequences of global R&D portfolios for MNE performance (#346)*

Mario Kafourous, Niron Hashai & Chengqi Wang

*Changing patterns of R&D relocation activities: before and within the economic crisis (#257)*

Steffen Kinkel

*Institutional quality and R&D internationalization (#662)*

Isabel Alvarez, Raquel Marin & Sara Ballesteros

*How CEOs use knowledge to foster dynamic capabilities: the mediating role of knowledge based capital (#261)*

Maika Spilke & Malte Brettel

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**Session C5: Competitive**

**Track: International Finance and Accounting**

**Date & time: Saturday 8 December (1630 - 1800)**

**Room:**

## **International Banks**

**Chair:**

*Financial reform and bank efficiency: a multi-country analysis (#585)*

Niels Hermes & Aljar Meesters

*EU bank performance: the role of labour regulation (#721)*

Emmanuel Mamatzakis & Anastasia Koutsomanoli-Filippaki

*Ratings assignments: lessons from international banks (#741)*

Guglielmo Maria Caporale, Roman Matousek & Chris Stewart

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**Session C6: Competitive**



**Track:** International HRM and Cross-Cultural Issues  
**Date & time:** Saturday 8 December (1630 - 1800)  
**Room:**

## Human Resources and Performance

**Chair:**

*The impact of HR flexibility on knowledge transfer in international mergers and acquisitions (#729)*

Riikka Sarala, Cary Cooper & Shlomo Tarba

*Effects of personal characteristics on organizational commitment: evidence from Brazil's oil and gas industry (#40)*

Mônica Cavalcanti Sá Abreu, Maria Cristiane Cunha & Silvia Maria Pedro Rebouças

*Organizational identification in MNE subsidiaries: a multi-level study (#74)*

Adam Smale, Ingmar Bjorkman, Mats Ehrnrooth, Kristiina Makela & Jennie Sumelius

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**Session C7: Competitive**

**Track:** MNE Strategy and Organization

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## The Internationalization Process

**Chair:**

*The measurement of internationalization (#310)*

Sandra Seno-Alday

*What do inward-outward linkages in the internationalization process mean for export survival? (#13)*

Eliane Choquette

*Multinational firms investing into Ireland: an analysis of the software & IT and financial services sectors (#372)*

Fragkiskos Filippaios & Fatima Annan-Diab

*Mining firms are not just internationalized for natural resources: the motives of Chinese mining SOEs and POEs (#309)*

Monica Ren & Robert Jack

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**Session C8: Competitive**

**Track:** Networks and Alliances

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## Business Networks

### Chair:

*Managing institutional impediments through business networks (#121)*

Angelika Lindstrand, Kent Eriksson & Nurgul Ozbeck

*Inter-firm networks and the forces to a leading position in the knowledge network (#330)*

Mei Ho & Even Liu

*Global networks in the high-tech industry: structural holes and R&D performance (#687)*

Susanne Scherer, Gregor Binder, Jonas Puck & Mario Glowik

*How open do MNCs need to be to extract value in open innovation? (#184)*

Christopher Williams & Jaap Vossen

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**Session C9: Competitive**

**Track: Subsidiary Strategies and HQ-Subsidiary Relations**

**Date & time: Saturday 8 December (1630 - 1800)**

**Room:**

## Subsidiary Networks

### Chair:

*The strategic management of external networks: factor market concentration's impact on subsidiary external embeddedness (#130)*

Grazia Santangelo & Ulf Andersson

*Stakeholder networks, subsidiary performance, and the efficiency of subsidiary political strategies (#468)*

Stefan Heidenreich, Jonas Puck & Igor Filatotchev

*Effects of business networks including socio-political actors on subsidiary strategy processes: the case of Western MNC subsidiaries in emerging economies (#631)*

Cecilia Pahlberg & Anna Ljung

*Autonomy, network relationships and the performance of subsidiaries in competitive city regions: the case of Denmark (#668)*

Frank McDonald, Heinz Tüselmann, Andreas Stephan, Jens Gammelgaard & Christoph Dörrenbächer

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**Session C10: Competitive**

**Track: IB Research Methodology and Teaching**

**Date & time: Saturday 8 December (1630 - 1800)**

**Room:**

## New IB Research Practices and Methodologies

**Chair:**

*Towards new conceptualizations of organizational control: outlining a discourse analysis study of managers' talk in a cross-border acquisition (#12)*

Laura Erkkila

*The case study in family business: a review of research practice (#95)*

Emmanuella Plakoyiannaki, Tanja Kontinen & Arto Ojala

*Cross cultural rhetorical strategies to publish in international management academic publications (#603)*

Jorge Fleta & Fang Pan

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**Session C12: Interactive**

**Track:** Knowledge Management and Technology Transfer

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

**Knowledge Management and Innovation****Chair:**

*Different governance mechanisms, different benefits: knowledge sharing in international professional service firms (#132)*

Ragnhild Kvålshaugen & Sverre Tomassen

*The role of foreign subsidiaries in internationalization and innovative activity in Poland: the results from CIS 2008 (#166)*

Szymon Truskolaski & Justyna Majewska

*China's intellectual property environment and risk evaluation for foreign companies (#322)*

Qing Cao

*How dynamic capabilities improve the ability of firms to perform better during institutional transitions (#712)*

Asta Pundziene, Solveiga Buoziute, Margarita Pilkiene & Sarunas Nedzinskas

*Organizational attractiveness of emerging market multinational corporations in Europe and the United States (#159)*

Terry Alkire

*Business model and role of accelerators in creating start-up firm: case of American and European accelerators (#645)*

Diala Kabbara

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**Session C13: Interactive**

**Track:** International Finance and Accounting

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## **International Finance**

**Chair:**

*Determinants for political risk insurance of direct investments in emerging markets (#10)*  
Omar Penna Moreira Filho & Richard Saito

*ADRs and their effect on the capital structure of listed firms: evidence from Brazil (#700)*  
Felipe Flores Martins, Jeferson Lana, Wlamir Goncalves Xavier, Rosilene Marcon & Rodrigo Bandeira-de-Mello

*Financial needs of international firms (#730)*  
Federica Sist

*Impact of dividend policy on shareholders' wealth: a study of select Indian companies (#735)*  
Monica Singhanian

*Cross-border mergers and acquisitions: an analysis of Chinese market reaction (#666)*  
Aysun Ficici, Bulent Aybar, Bo Fan & Lingling Wan

*Overseas stock market reactions to the internationalization of emerging market firms: the effects of corporate governance on shareholder value creation (#710)*  
Lutao Ning, Jing-Ming Kuo & Roger Strange

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### **Session C14: Interactive**

**Track:** Knowledge Management and Technology Transfer

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## **FDI and Host Economies**

**Chair:**

*The dark side of dynamic capabilities: on foreign operation mode flexibility and cost-benefit tradeoffs (#661)*  
Bent Petersen, Gabriel Benito & Lawrence Welch

*A model for FDI in mature economies: the case of Japan (#251)*  
Remy Magnier-Watanabe & Jean-Paul Lemaire

*Inward investment in a transition economy: characteristics and performance over the last ten years (#643)*  
Laura Haar, Nicolae Marinescu & Cristinel Constantin

*Cluster dynamics and the MNEs role in cluster development (#79)*  
Zsuzsanna Vincze & Peter Zettinig

*Facilitating the conception and execution of innovation strategies within the MNC: the role of knowledge governance mechanisms (#675)*

Karina Jensen

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### **Session C15: Interactive**

**Track:** Networks and Alliances

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## **Trust and Social Capital**

**Chair:**

*Beyond cronyism: in pursuit of deep trust (#321)*

Antony Drew, Anton Kriz, Byron Keating & Christopher Rowley

*Control mechanisms and trust between complementary and substitutive effects: an empirical investigation on international strategic alliance (#654)*

Marina Vignola & Bernardo Balboni

*Developing "we-ness" with others: collective identity work in international collaborations (#177)*

Ying Zhang & Chris Huxham

*The influence of social capital on business performance: an analysis in Brazilian small firm networks (#278)*

Douglas Wegner, Clara Koetz, Eduardo de Oliveira Wilk & Antonio Domingos Padula

*Co-location, social capital and the internationalization process of Basque MNCs through country-of-origin industrial agglomeration in China (#465)*

Berrbizne Urzelai & Jinmin Wang

*Employees as entrepreneurs: social capital and opportunity recognition (#656)*

Sebastian Schorch & Alexandra Gerbasi

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### **Session C16: Interactive**

**Track:** Subsidiary Strategies and HQ-Subsidiary Relations

**Date & time:** Saturday 8 December (1630 - 1800)

**Room:**

## **Subsidiary Strategies**

**Chair:**

*Informal governance and its impact on transactional uncertainty of transnational corporations: the case of social relatedness (#157)*

Kim-Leong Chung, Joerg Freiling & Sven Laudien

The individual network position's effect on subsidiary initiative acceptance (#602)

Anna Strutzenberger

Subsidiary identity construction: managing boundaries, distinctiveness and relationships (#637)

Helene Colman, Inger Stensaker & Birgitte Groggaard

The role of subsidiary identity and organisational identification in the co-construction of MNE subsidiary mandates (#652)

Eva Alfoldi, Jeremy Clegg & Sara McGaughey

A dual-sided transaction costs perspective on IJV partnerships (#699)

Alexander Wisgickl, Markus Hoedl & Jonas Puck

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## SUNDAY 9 DECEMBER 2012

### Session D (0900 - 1030)

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#### **Session D1: Competitive**

**Track:** International Business and Sustainable Development

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

### **Corporate Social Responsibility & Human Rights**

**Chair:**

*Human rights due diligence in global value chains (#249)*

Sarianna Lundan & Peter Muchlinski

Global business and society: exploring CSR adoption and human rights abuses by large corporations (#385)

Elisa Giuliani & Davide Fiaschi

*CSR and the multinational corporation: a case study of embedding a social mission (#650)*

Jacqueline Mees-Buss & Catherine Welch

*Determinants potentially motivating CSR activities in MNC subsidiaries: a stakeholder perspective (#740)*

Byung Il Park & Pervez Ghauri

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#### **Session D2: Competitive**

**Track:** IB Theory and International Economics

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

### **The Location of FDI**

**Chair:**

*The FDI location decision: modelling conceptions of distance (#119)*

Graham Cookson, Frédéric Blanc-Brude, Jenifer Piesse & Roger Strange

*How different are emerging market MNEs: a comparative study of location choice (#262)*

Klaus Meyer & Saul Estrin

*Regional location-specific drivers for the post-entry subsidiary development: empirical evidence from a transition economy (#96)*

Christine Holmström Lind, Agnieszka Chidlow, Ulf Holm & Heinz Tüselmann

*Motives of location of FDI companies in Poland: the case of Lodz region (#416)*

Tomasz Dorozynski & Wojciech Urbaniak

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**Session D3: Competitive**  
**Track: SMEs, Entrepreneurship and Innovation**  
**Date & time: Sunday 9 December (0900 - 1030)**  
**Room:**

## **The Influence of SME Dynamic Capabilities**

**Chair:**

*Dynamic capabilities for internationalization: from market entry to sustainable internationalization (#635)*

Margaret Fletcher, Simon Harris & Volker Mahnke

*Disentangling competitive advantage, capabilities and knowledge conditions: the case of the GRD exporting and non-exporting firms (#165)*

Kostas Tsekouras, Areti Gkypali & Kostas Kounetas

*Dynamic capabilities of resource poor exporters: a study of SMEs in New Zealand (#4)*

Dietmar Sternad, Sabina Jaeger & Christina Mundschoetz

*International entrepreneurs' performance orientation and their social capital for internationalization (#677)*

Simon Harris, Colin Wheeler & Pervez Ghauri

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**Session D4: Competitive**  
**Track: SMEs, Entrepreneurship and Innovation**  
**Date & time: Sunday 9 December (0900 - 1030)**  
**Room:**

## **The Determinants of SME Performance**

**Chair:**

*Inside the black box: learning, innovation and SMEs international performance (#711)*

Birgit Hagen, Antonella Zucchella, Davide Guido, Mario Grassi, Peter Liesch, Jay Weerawardena & Gillian Sullivan-Mort

*Speed of SME globalization and performance (#208)*

Mikael Hilmersson & Martin Johanson

*The role of internationalization as a determinant of innovation performance: an analysis of 42 countries (#141)*

Andrea Filippetti, Marion Frenz & Grazia Ietto-Gillies

*Internationalization and survival of manufacturing firms: the case of new ventures (#680)*

Francisco Puig, Miguel Gonzalez-Loureiro & Pervez Ghauri

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**Session D5: Competitive****Track: Knowledge Management and Technology Transfer****Date & time: Sunday 9 December (0900 - 1030)****Room:****Technology and Technology Transfer in MNEs****Chair:***Knowledge flows within multinational corporations: how well does it flow? (#170)*

Catia Fernandes Crespo

*International joint ventures as a boundary spanner of technological knowledge transfer: a case of automotive parts industry in the emerging market (#69)*

Zaheer Khan, Yong Kyu Lew &amp; Rudolf Sinkovics

*Pre-emptive knowledge transfer, information overload as a barrier, and a lock-out as an externality (#498)*

Namik Kalajdzisalihovic &amp; Andras Lengyel

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**Session D6: Competitive****Track: International Finance and Accounting****Date & time: Sunday 9 December (0900 - 1030)****Room:****Executive Remuneration, Retention and Monitoring****Chair:***Executive compensation in Europe and the US: a contingency perspective to integrate substitutionary and complementary corporate governance mechanisms (#628)*

Alexander Huettenbrink, Jana Oehmichen, Marc Rapp &amp; Michael Wolff

*The effect of globalization on disclosure level of director and executive remuneration in Australia (#335)*

Pradeep Ray, Sangeeta Ray &amp; Zaheed Riaz

*The influence of institutions in founder-CEO retention: IPO firms in a developing country context (#727)*

Bruce Hearn &amp; Jenifer Piesse

*The use of financial contracting arrangements to constrain rent-seeking behaviour of managers of subsidiary firms (#698)*

Robert Suban, Michael Bowe &amp; Mo Yamin

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**Session D7: Competitive****Track: International HRM and Cross-Cultural Issues****Date & time: Sunday 9 December (0900 - 1030)**

**Room:**

## **The Effects of National Culture**

**Chair:**

*Going beyond national cultures: matching cultural change in multi-level analysis (#139)*

Innan Sasaki

*Top management team's cultural diversity, ambidextrous orientation and firm performance (#140)*

Timurs Umans

*An examination of the existing measures of cultural distance: does one size fit all? (#410)*

Fragiskos Filippaios & Anthi Avloniti

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**Session D8: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (0900 - 1030)**

**Room:**

## **Location Determinants and Impacts**

**Chair:**

*Locational determinants of FDI in Africa (#122)*

Rian Drogendijk, Martin Boman, Christian Hellqvist & Desiree Blankenburg Holm

*The choice of foreign locations of Swiss MNEs: an analysis based on firm data (#328)*

Spyros Arvanitis, Heinz Hollenstein & Tobias Stucki

*Location choices of FDI and multinational performance: first evidence from matched firms (#97)*

Nigel Driffield & Yong Yang

*The role of sub-national geographic space in multinational firms' entry mode choices (#496)*

Stefano Elia, Lucia Piscitello & Sergio Mariotti

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**Session D9: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (0900 - 1030)**

**Room:**

## **The Activities of MNE Subsidiaries**

**Chair:**

*Funding sources for decentralized R&D activity: evidence from MNE subsidiaries in the European periphery (#508)*

Pavlos Dimitratos, Dimitris Manolopoulos & Ioannis Thanos

*Examining strategy diversity and interdependence in the MNC's subsidiaries and their functional activities (#536)*

Paz Estrella Tolentino, Odile Janne & Pi-Chi Chen

*The role of TNC subsidiaries on host countries: the case of Malaysia (#719)*

Chie Iguchi

*Subsidiary mandates beyond host markets: a select and temporary MNC phenomenon? (#113)*

Nicolas Lohr, Dirk Morschett & Hanna Schramm-Klein

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### **Session D10: Competitive**

**Track:** Subsidiary Strategies and HQ-Subsidiary Relations

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

## **Knowledge Transfer within MNEs**

**Chair:**

*Competence building in transnational companies: the role of regional headquarters in subsidiary coordination (#151)*

Joerg Freiling & Sven Laudien

*The lifecycle of a population of regional headquarters (#325)*

Perttu Kahari & Rebecca Piekkari

*Diffusing subsidiary initiatives in multinational enterprises: national and organizational determinants (#187)*

Christopher Williams & Maya Kumar

*Reverse knowledge transfer and the implication of embeddedness: a cross-level interaction perspective (#510)*

Yen-Chen Ho

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### **Session D11: Interactive**

**Track:** International Business and Sustainable Development

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

## **Stakeholder Influences**

**Chair:**

*Perceptions of business cultures in transforming economies (#9)*

Chris Brewster, Clive Viegas Bennett & Claudia Ruiz Mendoza

*NGOs in the news: the implications of media attention (#168)*  
Angela Marberg

*Internationalization pathway of social entrepreneurs: conceptualizing the social cosmopolitan (#179)*  
Max Pater & Igor Kalinic

*International immigration in the European Union: chances and challenges (#267)*  
Renata Orlowska

*An unexpected consequence of fair trade: producers' dependence (#282)*  
Garance Gautry & Ernesto Tapia Moore

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### **Session D13: Interactive**

**Track:** Supply Chain Strategies, Offshoring and Outsourcing

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

## **Conceptual and Theoretical Perspectives**

**Chair:**

*In the light of theory: the "offshoring - competitive advantage" relationship (and why 'distance' matters again) (#541)*  
Bjoern Schmeisser

*The role of language in managing the MNC: challenging the concept of distance as a representation of difference (#349)*  
Angels Dasí & Torben Pedersen

*Offshoring of value activities: a critical literature review and conceptual framework (#548)*  
Bjoern Schmeisser

*Shaping supply chain governance (#646)*  
Thi Song Hanh Pham & Kien Nguyen

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### **Session D14: Interactive**

**Track:** SMEs, Entrepreneurship and Innovation

**Date & time:** Sunday 9 December (0900 - 1030)

**Room:**

## **The Process of Internationalization**

**Chair:**

*Coopetition and innovation activities among SMEs: the case of manufacturing and export companies in one region of Poland (#7)*

Barbara Jankowska

*Internationalization of franchises in emerging markets (#46)*

Pedro Resende Melo, Ronaldo Couto Parente, Moacir de Miranda Oliveira Jr. & Filipe Mendes Boroni

*The activities of Chinese immigrant entrepreneurs in Canada and China: a case study (#86)*

Tiia Vissak & Xiaotian Zhang

*Institutional entrepreneurship in competitive interactions (#250)*

Alex Bitektine

*Explaining the process of new venture internationalization from emerging economies: case of Russia (#348)*

Irina Mihailova (Jormanainen), Galina Shirokova & Igor Zibarev

*New Zealand construction and engineering firms: overcoming challenges to internationalization (#649)*

Swati Nagar & Peter Enderwick

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**Session D16: Interactive**

**Track: Networks and Alliances**

**Date & time: Sunday 9 December (0900 - 1030)**

**Room:**

**On Clusters and Networks**

**Chair:**

*Cluster mapping in MNE: an empirical approach for Switzerland (#678)*

Michael Keller & Xavier Tinguely

*A dynamic perspective on technological distance and network positioning in alliance networks (#461)*

Jojo Jacob & Geert Duysters

*A typology for analysing network changes in M&As (#703)*

William Degbey & Elina Pelto

*Handling uncertainty by reaching insidership in networks: the case of ABB in Turkey (#737)*

Siavash Alimadadi, Anna Bengtson, Cecilia Pahlberg & Amjad Hadjikhani

*Influence of network leadership on network performance (#516)*

Susanne Ruckdäschel

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**SUNDAY 9 DECEMBER 2012**  
**EIBA Fellows' Plenary Session III (1100 – 1230)**

**Martin Wolf (Financial Times)**  
***The Limits to Growth in the 21<sup>st</sup> Century***

**Chair: Danny Van Den Bulcke**

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**SUNDAY 9 DECEMBER 2012**  
**Session E (1400 -1530)**

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**Session E1: Panel**

**Date & time: Sunday 9 December 2012 (1400 -1530)**

**Room:**

**UNCTAD Panel:**  
**FDI, Regional Value Chains and Sustainable Development**

**Chair:** James Zhan (UNCTAD)

**Panellists:** Alan Rugman (University of Reading)  
 Peter Buckley (University of Leeds)  
 Karl Sauvant (Columbia Law School)  
 Antonella Zucchella (University of Pavia)  
 Rob van Tulder (Rotterdam School of Management)  
 Hafiz Mirza (UNCTAD)

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**Session E2: Panel**

**Date & time: Sunday 9 December 2012 (1400 -1530)**

**Room:**

**Cultural Differences: Between versus Within Country Variation**

**Chair:** Sjoerd Beugelsdijk (University of Groningen)

**Panellists:** Mark Peterson (Florida Atlantic University)  
 Mikael Sondergaard (University of Aarhus)  
 Brendan McSweeney (Royal Holloway)

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**Session E3: Competitive**

**Track: Multinationals from Emerging Economies**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

**Emerging MNEs in Advanced Economies**

**Chair:**

*Geographical agglomeration of Indian and Chinese multinationals in Europe: a comparative analysis (#41)*

Haiyan Zhang, Zhi Yang & Danny Van Den Bulcke

*An empirical study on Turkish EMNCs outward FDI motives into the EU and their marketing-related underlying dimensions (#342)*

Nukhet Vardar, Nimet Uray & Ramazan Nacar

*Emerging market MNEs investing in Europe: a typology of subsidiary global-local connections (#430)*

Sara Gorgoni, Elisa Giuliani, Christina Günther & Roberta Rabellotti

*Home country knowledge base as driver of emerging firms' asset-seeking investments in advanced countries (#682)*

Stefano Elia & Grazia Santangelo

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#### **Session E4: Competitive**

**Track:** IB Theory and International Economics

**Date & time:** Sunday 9 December (1400 - 1530)

**Room:**

### **Culture and Psychic Distance**

**Chair:**

*The role of culture on mimetic foreign market entries (#636)*

Chengguang Li

*The role of psychic distance in international trade: a longitudinal analysis (#17)*

Lars Håkanson

*When East meets West: a new incentive theory for cultural differences in performance orientation (#339)*

Ursula Ott

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#### **Session E6: Competitive**

**Track:** SMEs, Entrepreneurship and Innovation

**Date & time:** Sunday 9 December (1400 - 1530)

**Room:**

### **The Process of SME Internationalization**

**Chair:**

*Understanding internationalization processes of new ventures: looking inside the swollen middle (#190)*

Nuno Fernandes Crespo, Vitor Corado Simões & Margarida Fontes

*Internationalization sequence? Exploring internationalization patterns of small and medium sized firms (#514)*

Marie Oehme & Suleika Bort



*Dunning's eclectic paradigm and the entry mode choice: the evidence of SMEs from emerging markets (#163)*

Rose Quan

*Foreign direct investment location choice of small and medium-sized firms: the moderating effect of knowledge intensity and international experience (#683)*

Pascal Huett, Matthias Baum & Christian Schwens

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**Session E7: Competitive**

**Track: SMEs, Entrepreneurship and Innovation**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **The Difficulties of SME Internationalization**

**Chair:**

*Perception of competitors from an individual cognitive perspective: an explorative study (#633)*

Jörg Hruby

*Nonlinear internationalization: the case of MVM Meccanica Valle Metauro SRL (#77)*

Tiia Vissak, Barbara Francioni & Fabio Musso

*Perceived problems and difficulties in SME internationalisation: a managerial cognition perspective (#354)*

Jörg Hruby

*The importance of strategic alliances for small entrepreneurial firms (#71)*

George Nakos, Keith Brouthers & Pavlos Dimitratos

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**Session E8: Competitive**

**Track: Knowledge Management and Technology Transfer**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **Reverse Technology Transfer in MNEs**

**Chair:**

*Bridging knowledge gaps: returnees and reverse knowledge spillovers from Chinese local firms to foreign firms (#226)*

Xiaohui Liu, Jiangyong Lu, Seong-jin Chio & Lan Gao

*The role of reverse knowledge transfer in explaining MNCs' performance (#57)*

Lamia Ben Hamida, Valeriya Dominé & Mario Kafourous

*That shiny moon has a dark side too: reverse transfer of practices and intra-corporate plagiarism (#714)*

Michal Lemanski

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**Session E9: Competitive**

**Track: International HRM and Cross-Cultural Issues**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **International Staffing Practices**

**Chair:**

*The deployment of strategic individualized compensation systems: a multi-level approach (#731)*

Paul Gooderham, Michael Brookes, Mark Fenton-O'Creevy & Richard Croucher

*Global staffing practices for knowledge professionals: key drivers for the selection of international assignees (#489)*

Dimitris Manolopoulos, Panagioti Sapouna, Pavlos Dimitratos & Emmanouil Sofikitis

*International business travelling and work-to-life interface: does international career orientation make it easier? (#23)*

Liisa Mäkelä, Ulla Kinnunen & Vesa Suutari

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**Session E10: Competitive**

**Track: International Marketing**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **Marketing and Firm Performance**

**Chair:**

*Multiple sales channel strategy and performance: the moderating role of international experience and globalization potential (#398)*

Mika Gabrielsson & Peter Gabrielsson

*The impact of SMEs degree of internationalization on their tacit export knowledge and the financial export performance in a period of global economic recession (#408)*

Raluca Mogos Descotes, Olli Kuivalainen & Bjorn Walliser

*How marketing strategies influence export performance? An investigation on micro and small Brazilian enterprises (#540)*

Reynaldo Danneker Cunha, Thelma Valeria Rocha & Sergio Garrido Moraes

*Customer orientation and SME export performance: insights from Italian manufacturing firms (#556)*

Simone Novello, Jorge Lengler & Pilar Murias

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### **Session E11: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **Outside Influences on Firm Strategy**

**Chair:**

*Exploring the influence of industry factors on the implementation on non-market strategy (#145)*

Steven McGuire, Tazeeb Rajwani, Thomas Lawton & Johan Lindeque

*Corporate political strategies of MNEs: a resource dependence perspective (#144)*

Vikrant Shirodkar

*Voluntary standards and industry associations: perspectives from British economic history (#726)*

Aashish Velkar

*Market driving capabilities and performance in global firms (#641)*

Fatima Wang, Pervez Ghauri & Ulf Elg

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### **Session E12: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **Ownership and Entry Mode**

**Chair:**

*Are family firms more internationally involved than non-family firms? The case of Italy (#733)*

Antonio Majocchi & Jean-François Hennart

*Firm resources, institutional distance, and the choice of entry mode (#686)*

Markus Hoedl, Jonas Puck & Igor Filatotchev

*Foreign market entry as a competitive response (#488)*

Wolfgang Gleich & Jan Fisch

*Economic freedom and foreign direct investment ownership mode strategy of multinational enterprises in Asia and Latin America (#73)*

Ahmad Arslan, Syed Hussain & Jorma Larimo

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### **Session E13: Interactive**

**Track:** Multinationals from Emerging Markets

**Date & time:** Sunday 9 December (1400 - 1530)

**Room:**

## **The Process of EMNE Internationalization**

**Chair:**

*Is being acquired by a Chinese company a way to internationalize in the Chinese market? The case of Chinese acquisitions in the German automotive sector (#197)*

Simona Gentile-Luedecker

*Internationalization agents: wolves or sheep? (#521)*

Erica Kovacs, Walter Moraes, Renata Oliveira, Rodrigo Bandeira-de-Mello & Rosilene Marcon

*The internationalization process of family businesses: a two-case study on the agribusiness (#657)*

Bianca Magnani Tavares & Luis Henrique Pereira

*Multinationals, business groups, and group-specific advantages (#351)*

Roderick Bugador

*A multi-case study of Polish firms venturing abroad via FDI (#409)*

Jan Nowak, Marian Gorynia, Piotr Trapczynski & Radoslaw Wolniak

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### **Session E14: Interactive**

**Track:** SMEs, Entrepreneurship and Innovation

**Date & time:** Sunday 9 December (1400 - 1530)

**Room:**

## **The Drivers of SME Internationalization**

**Chair:**

*Internationalization support services for internationally oriented new ventures (#39)*

Petri Ahokangas & Tiina Petäsno

*One, two, many - opportunity recognition in team based international new ventures (#63)*

Per Servais, Tuija Mainela & Vesa Puhakka

*Institutions, resources and firm strategies: a comparative analysis of entrepreneurial firms in three transitional economies (#109)*

Krzysztof Obloj, Garry Bruton & Chung-Ming Lau

*The emergence of born globals in Poland: what made this possible (#214)*

Mirosław Jarosinski

*Financial incentives to exporting SMBs in emerging markets (#648)*

Izabel Regina Souza, Dinora Elite Floriani & Felipe Mendes Borini

*Drivers in foreign market location selection: comparative studies of Chinese born global and non-born global firms (#706)*

Xiaotian Zhang & Tatyana Tsukanova

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## **Session E15: Interactive**

**Track: International HRM and Cross-Cultural Issues**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **HR Issues in MNEs**

**Chair:**

*Top management teams' competencies for internationalization process: does it influence on firm's result? (#62)*

Marina Latukha & Andrei Yu Panibratov

*Staffing foreign subsidiaries with parent company nationals or host country nationals? Insights from European subsidiaries (#186)*

Christoph Dörrenbächer, Jens Gammelgaard, Frank McDonald, Andreas Stephan & Heinz Tüselmann

*Do German firms differ from UK firms in the internationalization of their top managers? A neo-institutionalist perspective (#507)*

Stefan Schmid, Dennis Wurster & Tobias Dauth

*Global integration between strategy and HRM: an exploratory case study in KIFs (#671)*

Tamiko Kasahara & Shingo Nishii

*Task conflict, cooperation and performance (#689)*

Ursula Pregernig & Jonas Puck

*Dynamic capabilities in crisis management HR system: an exploratory proposition from the cases of multinationals in NIEs (#324)*

Jaeho Lee & Jim Slater

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## **Session E16: Interactive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (1400 - 1530)**

**Room:**

## **International Strategies**

**Chair:**

*The influence of the country of origin effect on the relationship between internationality and performance (#173)*

Paul Dammenhayn

*How home-based resources become host market advantages: an exploratory case study of Uniqlo (#427)*

Tetsuya Usui, Masae Takimoto & Masaaki Takemura

*The myth about emerging market R&D strategies of MNEs: location specific drivers and global innovation networks - the case of Novozymes (#577)*

Vandana Ujjual & Stine Haakonsson

*International strategy and its redefinition in the context of the economic crisis: insights from a study on Basque firms (#717)*

Aitziber Elola

*Determinants of success in the South American wine industry (#724)*

Luiz Felipe Dias Rangel Kling, Leonardo Augusto dos Santos Oliveira & Ronaldo Couto Parente

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## SUNDAY 9 DECEMBER 2012

### Session F (1600 -1730)

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**Session F1: Panel**  
**Date & time: Sunday 9 December 2012 (1600 -1730)**  
**Room:**

### Alternative Approaches to Online Teaching

**Chair:** Ronaldo Couto Parente (Florida International University)  
**Panellists:** Marcela Alvarado-Vargas (Florida International University)  
 Keith J. Kelley (Florida International University)  
 Yannick Thams (Florida International University)  
 David Wernick (Florida International University)

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**Session F2: Panel**  
**Date & time: Sunday 9 December 2012 (1600 -1730)**  
**Room:**

### The Brewery Industry in a Global Context

**Chair:** Jens Gammelgaard (Copenhagen Business School)  
**Panellists:** Magnus Andersson (Lund University)  
 Christoph Dörrenbächer (Berlin School of Economics and Law)  
 Rian Drogendijk (Uppsala University)  
 Jorma Larimo (University of Vaasa)  
 Urmas Varblane (University of Tartu)

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**Session F3: Competitive**  
**Track: International Business and Sustainable Development**  
**Date & time: Sunday 9 December (1600 - 1730)**  
**Room:**

### Sustainable Development in Emerging Economies

**Chair:**

*Effectiveness of investment incentives (#76)*

    Anže Burger, Andreja Jaklic & Matija Rojec

*Dynamic relations between FDI, economic growth and productivity in an emerging economy: evidence from Turkey (#176)*

    Xanthippi Adamoglu & Dimitrios Kyrkilis

*Does the EU play an effective role as a single representative for all members? Case of Poland (#276)*

Krystyna Zoladkiewicz

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**Session F4: Competitive**

**Track: Multinationals from Emerging Markets**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **The Strategies of EM Firms**

**Chair:**

*Internationalization of small firms in emerging markets: the strength of historical ties (#271)*

Miguel Matos Torres, Francisco Figueira de Lemos & Penelope Fidas

*The dynamics of the strategy formation process throughout the internationalization of Brazilian companies (#450)*

Walter Moraes, Erica Kovacs, Renata Oliveira & Emili Oliveira

*Management-driven internationalisation - a way to become international in a transformational economy (#670)*

Emma Incze

*Government role in shaping competitive advantages of emerging MNEs: a multidimensional approach for Russian context (#100)*

Andrei Yu Panibratov & Marina Latukha

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**Session F5: Competitive**

**Track: Supply Chain Strategies, Offshoring and Outsourcing**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **The Coordination of Global Value Chain Activities**

**Chair:**

*The hidden hub: coordinating global value chains with limited formal authority (#206)*

Randi Lunnan & Sara McGaughey

*In the shadow of offshoring: comparing the expectations of providers of multiple clients and providers of single clients (#37)*

Mariana Almeida & Raquel Meneses

*Strategic decision-making in offshoring: the moderating role of coordination (#90)*

Marcus Møller Larsen

*The outsourcing of primary activities: the case of Apple and Foxconn (#739)*



Stefano Denicolai, Roger Strange & Antonella Zucchella

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**Session F6: Competitive**

**Track: SMEs, Entrepreneurship and Innovation**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **The Influence of the Entrepreneur**

**Chair:**

*Influence of an entrepreneur's international business vision on promoting small firm internationalization: the moderating effect of strategic networking (#341)*

Yee Kwan Tang

*Steering firms in uncertain times: how CEOs make their firms more innovative as well as responsive to changing markets and demands (#256)*

Maika Spilke & Malte Brettel

*International entrepreneurial orientation and micromultinationals: the moderating effect of being an international new venture (#137)*

Ioanna Deligianni, Pavlos Dimitratos & Andreas Petrou

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**Session F7: Competitive**

**Track: Knowledge Management and Technology Transfer**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **R&D and Technology Spillovers**

**Chair:**

*Environment and FDI technology spillovers: does velocity matter? (#350)*

Yoo Jung Ha & Axèle Giroud

*Spillovers from foreign direct investment: the closer, the stronger? (#664)*

Thi Song Hanh Pham & Thang Tran

*Some practical remarks on internet application in the global knowledge and technology transfer (example of Poland) (#549)*

Marcin Gryczka

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**Session F8: Competitive**

**Track: International Marketing**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **Media and Advertising**

**Chair:**

*The cultural impact of language integration in print advertisements: a marketing insight from India (#593)*

Dev Kumar Boojihawon & Mona Mohamed Ishaq

*Attitudes towards advertising in Brazil and China (#224)*

Marin Marinov, Svetla Marinova & Dan Petrovici

*Cross-cultural variations in consumer perceptions of corporate social responsibility in global food retailing (#258)*

Chia-Shu Lin & Augustos Osseo-Asare

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**Session F9: Competitive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **International Business & the Commonwealth**

**Chair:**

Comments by Mohammad Razzaque (Chief Economic Advisor to the Commonwealth Secretariat)

*Role of country alliances in reducing transaction costs in internationalisation of Indian multinational enterprise firms (#254)*

Peter Buckley, Peter Enderwick, Nicolas Forsans & Surender Munjal

*Managing political actors through network partners: the case of market driving strategy (#742)*

Ulf Elg, Janina Schaumann & Pervez Ghauri

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**Session F10: Competitive**

**Track: Networks and Alliances**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **Strategic Alliances and Joint Ventures**

**Chair:**

*The impact of internationalization on the cooperation strategy: investigation on strategic alliance management in successful enterprises (#441)*

Alexander Bode & Viviane Bressemer

*The role of partner diversity for the survival of international multi-party joint ventures (#356)*

Alexander Mohr, Chengang Wang & Anthony Goerzen

*Geographic diversity and effective knowledge sourcing through alliances and M&As: redundancy, sequencing and complexity (#204)*

Rene Belderbos, Jojo Jacob & Boris Lokshin

*A liaison with a stranger? An empirical investigation on the competitive advantage of companies generated by a "green alliance" with an NGO (#344)*

Stefan Kolb & Joachim Zentes

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### **Session F11: Competitive**

**Track:**            **Subsidiary Strategies and HQ-Subsidiary Relations**

**Date & time:** **Sunday 9 December (1600 - 1730)**

**Room:**

## **Subsidiary Development**

**Chair:**

*Internationalization of the second degree: process drivers and restrictions in modern MNCs (#110)*

Nicolas Lohr, Dirk Morschett & Bernhard Swoboda

*Qualifying the learning channels of creative subsidiaries (#622)*

Isabel Alvarez & John Cantwell

*The role of flagship MNE subsidiaries in extending satellite cluster lifecycles: specialisation, adaptation and connectivity (#570)*

Johanna Clancy, Paul Ryan, Majella Giblin & David Collings

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### **Session F12: Interactive**

**Track:**            **Supply Chain Strategies, Offshoring and Outsourcing**

**Date & time:** **Sunday 9 December (1600 - 1730)**

**Room:**

## **Empirical Studies of Global Value Chains**

**Chair:**

*An empirical investigation of supply chain flexibility and performance in the present dynamic environment characterised by an increasing frequency of catastrophic events (#83)*

Fabian Lehnert, Joachim Zentes & Hanna Schramm-Klein

*The adoption of global sourcing by a Brazilian company (#277)*

Luciana Marques Vieira & Moema Pereira Nunes

*Organizational strategies and internationalization through global value chains: Brazilian information technology firms multiple case study (#323)*

Eduardo Armando & Adalberto Americo Fischmann

*Global sourcing readiness: on opportunity recognition, comfort zones, and risk-reducing measures (#440)*

Bent Petersen, Peter Oerberg Jensen & Roger Schweizer

*Value chain module relocations and competitive position of an enterprise: perspectives of companies from clothing and automotive industries (#509)*

Marlena Dzikowska

*Remanufacturing and international trade: strategic implications in the automotive aftermarket (#587)*

Maria Elo

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### **Session F13: Interactive**

**Track: International HRM and Cross-Cultural Issues**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **Expatriates and International Assignments**

**Chair:**

*The effect of psychological contract breach on international assignment success: a conceptual framework (#358)*

Hasuli Kumarika Perera, Elaine Chew & Ingrid Nielsen

*Factors influencing self-initiated expatriation: new insights from a developing country (#369)*

Manjit Singh Sandhu & Chitra Jeevapragasam Joseph

*Not local or foreign: the Nikkeijin - another option for international human resource management (#705)*

Masayuki Furusawa & Chris Brewster

*Institutional leverage: diversity in the functions of internationally-assigned managers and potential for competitive advantage (#715)*

Rochelle Haynes

*Effects of social support on the dimensions of empowerment (#64)*

Manjari Singh & Anita Sarkar

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### **Session F14: Interactive**

**Track: MNE Strategy and Organization**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **Political and Regulatory Influences**

**Chair:**

Responses of incumbents to decisions of European regulator in the European telecommunications industry (#82)

Hans Van Kranenburg & Tristan Ross

A strategic approach to lobbying activities at the EU from the energy & power generating sector (#647)

Fragkiskos Filippaios & Robert Kennedy

Do multinational enterprises contribute to sustainable development by engaging in lobbying? The automotive industry and environmental regulations (#561)

Sigrun Wagner & Stephanos Anastasiadis

Geographical indications and sustainable exports: the implications of EU versus US legal protection (#673)

June Francis & David Robertson

The concept of enterprises' structural power in the context of competition's restrictions (#550)

Magdalena Sliwinska

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#### **Session F15: Interactive**

**Track: Corporate Governance and Corporate Social Responsibility**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

### **Corporate Governance**

**Chair:**

*Catalysing strategic change: the effect of board capital and institutional differences (#640)*

Sebastian Schrapp, Jana Oehmichen & Michael Wolff

*Political connections effect on stock market price: evidence from Brazil (#329)*

Jeferson Lana, Felipe Flores Martins, Rosilene Marcon, Rodrigo Bandeira-de-Mello & Wlamir Goncalves Xavier

*Corporate governance around the world: a transaction cost economics perspective (#94)*

Dorothee Feils, Manzur Rahman & Florin Sabac

*Is CSR embedded in the system of corporate innovation objectives? Evidence from Poland (#327)*

Malgorzata Lewandowska & Tomasz Golebiowski

*Regulating temporary agency work: one inclusive proposition and three transnational private labour regulation mechanisms (#75)*

Elizabeth Cotton

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**Session F16: Interactive**

**Track: IB Research Methodology and Training**

**Date & time: Sunday 9 December (1600 - 1730)**

**Room:**

## **IB Research and Training**

**Chair:**

Situational export training priorities (#15)

Tiit Elenurm

Doing "halfie" research in an emerging context: the case of Vietnam (#202)

Li Thuy Dao

Varieties of interdisciplinarity: a bi-dimensional framework (#412)

Sierk Horn & Malcolm Chapman

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